



# **WORKFORCE FLORIDA BUSINESS SERVICES**

Incumbent Worker Training  
Quick Response Training

*Improving the skills of Florida's workforce*

## Incumbent Worker Training

The Incumbent Worker Training Program provides grant funding for customized training for existing businesses. Through this customer-driven program, Florida is able to effectively retain and keep businesses competitive through upgrade skills training for existing employees. Workforce Florida administers the program. Established in 1999, the Incumbent Worker Training Program has provided customized training for over 8,000 employees for more than 140 businesses throughout the state. The program has been structured to be flexible to meet the business's training objectives. The business may use public, private, or its own in-house training provider based on the nature of the training.

The basic criteria for receiving an IWT grant are that business must be in business in Florida for one year, must have one full-time employee, must demonstrate financial viability and be current on all state obligations. Funding priority is given to the following:

- ♦Business with 25 or fewer employees
- ♦Businesses located in rural and inner city areas
- ♦Businesses in a qualified targeted industry

The IWT training program allows employees to receive advanced skills training, which not only benefits the employee, but the employer and the State. These skills will assist them with

reemployment if they face a lay-off situation thus minimizing impact to the state's unemployment funding. In addition, having a highly skilled workforce positions Florida to attract new businesses to the State or to provide expansion opportunities for existing businesses.

To continually evaluate the program and ensure it remains employer-driven, customer satisfaction surveys are utilized. When a company completes a training project, customer satisfaction surveys via telephone are conducted within 60 days.

### 2000-2001 Highlights

State IWT Program grant awards were made to 126 companies in 36 counties. By June 30, 2001 one hundred (100) companies had trained 4,040 incumbent workers. Ten companies had received grant awards in late January 2001 (when the Workforce Florida, Inc. Board obligated additional funds) with contracts

ending December 31, 2001. Five companies requested and were granted contract extensions to December 31, 2001, due to extenuating circumstances. Factoring in the employees to be trained from the 15 companies with contracts extending beyond June 30, 2001, the number of incumbent workers to be trained will be 6,285—exceeding the projected 6,098.

All training grants awarded to companies are performance-based, expense reimbursement

A training grant to Manzi Metals, located in Brooksville, Florida, demonstrates how training grants help companies stay competitive. Manzi Metals is a minority, woman-owned, disadvantaged small business that had to achieve ISO9002 certification. According to Barbara Manzi, President of Manzi Metals "Because of an Incumbent Worker Training Grant, Manzi Metals is the first minority, woman owned, small business in the nation to accomplish ISO9002 certification."

## Incumbent Worker Training

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contracts, meaning companies are only reimbursed for approved and documented training expenses associated with a specific number of incumbent workers completing training during the contract period. The actual state investment per trainee on average, across all companies, was \$401 for the FY00/01 funds.

Incumbent Worker Training	*FY 99-00	**FY 00-01
Funding:	\$1,633,243	\$2,800,000
Number of applications received	63	170
Total amount of funds requested	\$3,071,148	\$7,401,415
Number of grants awarded	47	***126
Number of companies served	47	****118
Employees trained	1,985	6,285
Average cost per trainee	\$247	\$401
Average cost per project	\$32,732	\$21,880
State funds awarded	\$1,538,385	\$2,581,894
Employer contributions to training projects	\$17,968,336	\$25,328,380
Rate of employer contribution to State funds awarded	\$11.68	\$9.81

\*FY 99/00 Legislative allocation to IWT program was \$633,243 with an additional \$1 million mid-year allocation provided by WFI Board of Directors.

\*\*FY 00/01 Legislative allocation to IWT program was \$2 million with an additional \$800,000 mid-year allocation provided by WFI Board of Directors.

\*\*\*FY 00/01 - 126 grants were awarded. Eight companies declined their awards and three of the remaining 118 companies had no training activity.

\*\*\*\*FY 00/01 - One grant was awarded to a multi-employer consortium project to provide incumbent worker training for 33 companies in the plastics industry sector.

“Thanks to the IWT grant and our training provider we are well on our way to accomplishing a lofty goal of increasing productivity by 10 percent. Currently we are experiencing an 8 percent increase in productivity and higher morale of employees.”

Joe Kelley, President  
Gates That Open (GTO), Inc.  
Tallahassee

## Quick Response Training

The Quick Response Training Program provides grant funding for customized training for new or expanding businesses. Through this customer-driven program, Florida is able to effectively retain and attract businesses creating new high-quality jobs. Workforce Florida, Inc. administers the program with technical advice provided by the Department of Education. Since 1993, Quick Response has provided customized training for over 45,000 employees for more than 200 businesses and industries throughout the state.

The program has been structured to be flexible and to “respond quickly” to meet the business’s training objectives. A local training provider community college, area technical center, or university is selected and is available to help develop or deliver the customized program and to provide assistance in the application process. If the business already has a training program in place, the local training provider will supervise and manage the training program and serve as the fiscal agent for the grant funds.

Goals of the program are:

- QRT is performance-based.
- QRT provides for a skilled workforce.
- QRT increases the company’s ability to succeed.
- QRT is customer-driven.
- QRT is flexible.
- QRT is cost efficient
- QRT is responsive.
- QRT provides specialized incentives to businesses located in rural counties/ communities, enterprise zones, brownfield areas and distressed urban areas.

### ***2000-2001 Highlights***

QRT awards were made to 43 companies with over 11,000 Floridians receiving training and over 12,000 jobs being created as of June 30, 2001. The average cost per trainee was only \$682 and for every dollar of state money that was spent on training, employers contributed \$19.49.

Quick Response Training	*FY 99-00	**FY 00-01
Funding:	\$4,833,352	\$7,698,981
Number of applications received	38	46
Number of applications approved	34	43
Amount requested	\$10,424,297	\$14,214,192
Training provider match	\$538,579	\$699,836
Company match	\$97,127,114	\$150,056,08
Jobs created	7,436	12,255
Number of trainees	7,019	11,292
Cost per trainee	\$689	\$682
Ratio of employer contribution to State funds awarded	\$20.10:\$1.00	\$19.49: \$1.00

# **WORKFORCE FLORIDA SERVICES**

One-Stop Career Centers  
Partnering  
Marketing

*Improving the skills of Florida's workforce*

## One-Stop Career Centers - The Front Door for Workforce



*One-Stop Career Center located in the Ocala area.*

As the new workforce system was implemented in Florida, the challenge of bringing existing One-Stop Career Centers into the new performance-based, streamlined model of serving the workforce needs of Florida began. The first step in integrating the One-Stop Career Centers was adjusting contracts to be performance-based, which means the centers and their administrators were held to both federal and state performance requirements. The second step in the process was to add consistency to the system in terms of services offered to job seekers and businesses. Discussing with economic development and business

organizations began to maximize the use of workforce funds and programs. The state board also sought greater clarity for the customer of the system by upgrading appearance of One-Stop Career Centers and quality resources available through the centers. To accomplish this task, Workforce Florida staff visited each of the 24 regions over the past year. Chairman Jennings asked each Board member to visit one or more One-Stop Career Centers around the state and present their findings to the Workforce Florida board of Directors at the May 2001. Reports were also made to each regional board concerning the state's findings.

"The One-Stop Career Center has been a tremendous assistance to us. In other states I have worked with local agencies, but not one was so willing to participate in what our company was trying to accomplish. The Career Center looked at how they could enhance our process, rather than simply dictate or govern our approach,"

Jack Magruder, Director of Human Resources at abc Distributing in Miami, Florida.

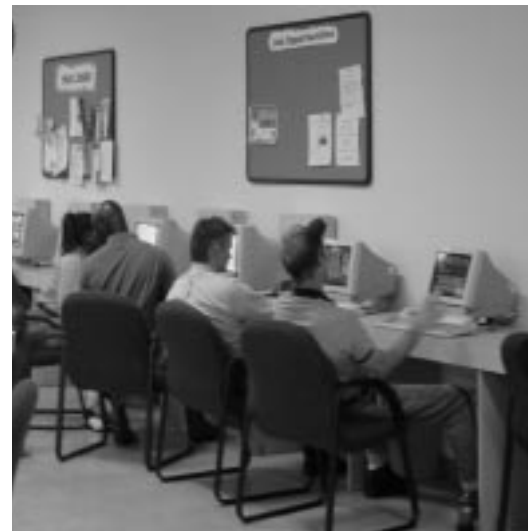
Based on the findings of both WFI staff and the Board of Directors, a One-Stop Committee comprised of Board members, regional representatives and AWI and WFI staff was created. This committee is charged with developing standards that each One-Stop must meet in order to operate as a Career Center in the State of Florida. Standards being considered are:

- Required standardization of basic services to be offered at all One-Stop Career Centers;
- Requiring One-Stop Career Center staff to be educated and knowledgeable about all programs available in the workforce system;
- Providing each One-Stop with the technology necessary to offer functional resource rooms to job seekers and businesses;
- Creating virtual one-stops;
- Developing a method to brand the One-Stop Career Centers as part of a statewide system so businesses or individuals moving from one region to the other would easily identify locations for assistance.

According to Kathy Buccheit, Operations Manager at C&L Tools in Port St. Lucie, Florida, the training programs are successful. “Our company requires skilled metal fabricators and machinists and because our state is more service industry oriented, it was quite a challenge. The One-Stop Career Centers stepped in, providing a grant to help us find and train the additional manpower we required.”



*One-Stop Career Centers have resource rooms where Floridians can study, complete job searches, etc. Pictured is a One-Stop in the St. Petersburg.*



*Computers are available in One-Stop Resource rooms for workforce participants and job seekers to utilize.*



## Workforce Marketing

A major challenge facing the new workforce system was the lack of understanding by job seekers, employers, community leaders and others about the new workforce system and the services available to both employers and employees. Educating Floridians about the new approach was a major focus of the first year.

### ***Workforce Marketing Consortium***

In May 2001, the Workforce Marketing Consortium was formed to develop consistency in defining “who is workforce” and to share marketing successes that can be replicated and utilized in multiple regions throughout the state. The Consortium is comprised of WFI and AWI staff and at least one representative from each of the 24 workforce regions.

### ***Youth Services***

Florida’s high school students are the Workforce of the future. For Florida to position itself as the economic and high tech leader of the 21<sup>st</sup> century, these students need to not only graduate from high school, but also have the skills and training necessary to fill the jobs of tomorrow. To this end, the workforce system offers various initiatives such as mentoring programs, GED classes, teen pregnancy prevention and more to ensure that more high school students will not only be economically self-sufficient

as adults, but prepared to enter the workforce. To promote these services, Workforce Florida did a four-page informational layout in Florida Trend’s “Next” magazine. “Next” magazine is written for high school students. It is distributed to all Florida high school students, even those who are home schooled. The layout promoted all of the services available to youth through the One-Stop Career Centers. In addition to the layout in the magazine, Workforce Florida provided area-customized reprints for each of the 24 regions to promote youth services on the local level.

### ***Business Services***

Reaching the business community to promote the new streamlined services offered to them

through the new workforce system is of paramount importance. For the new system to be successful, employers from around the state need to recognize the One-Stop Career Centers as a place to access training for existing employees to upgrade skills and to find new employees with the job skills necessary to fill the job. The education process began in the 2000-2001 program year with a series of three advertorials in Florida Trend magazine. Each one-page advertorial focused on a different service offered to the business community at the One-Stop Career Centers.



Cover of “Next” layout promoting workforce services to high school students statewide.



# Workforce Marketing

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In addition, Workforce Florida began speaking to associations, government officials, and community leaders around the state about the new workforce system and how the services are customized at the local level to fill the needs of businesses and job seekers in each area of the state.

## Job Seekers

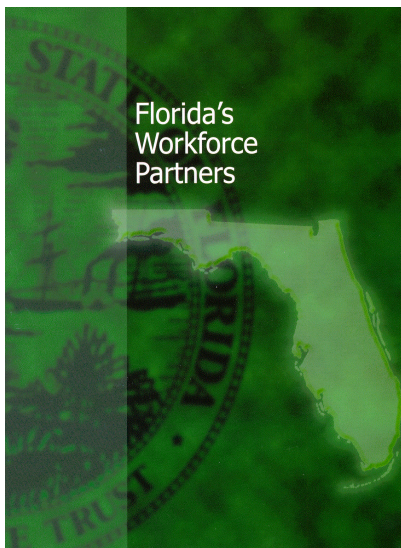
The new workforce system continues to provide invaluable services to job seekers in Florida. The goal of servicing job seekers is to

- Ensure they have the skills necessary to for the job.
- Provide them with the training needed to provide a career path.
- Provide the best match between job seeker and employer.

To first step in meeting these goals is education of the target audience about the services offered through the workforce system. All of the 24 regions created various marketing pieces to promote the services available to job seekers. These marketing efforts ranged from radio and television commercials to brochures and other printed pieces. The range is marketing efforts resulted from funds available in specific regions for marketing efforts.

In addition to regional efforts, Workforce Florida created a user-friendly website that offers a section for the job seeker. The website provides information on services available through the workforce system and provides links to several job search engines available on the internet.

The Agency for Workforce Innovation also produced posters and radio public service announcements (PSAs) aimed at Floridians who do not have a job. The posters and PSAs directed individuals to call a toll-free number where they would be connected with the One-Stop Career Center closest to their homes.



Workforce presentation portfolio

